

自立合作社
KOJADI[®]
KOPERASI JAYADIRI MALAYSIA BERHAD

KOPERASI JAYADIRI MALAYSIA BERHAD
自立合作社

2020 ANNUAL REPORT 年度报告书

39th Annual General Meeting of Delegates
第三十九届年度代表大会

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**自立合作社
2020 年度董事会报告**

谨代表自立合作社董事会同仁，向各位提呈截至 2020 年 12 月 31 日财务年度的报告和财务表。

尽管整体营业情况持续充满挑战，我国面对新冠肺炎疫情爆发后，政府全力投入疫情防控，展开行动管制令 (MCO)，惟在本社上下一心采取有效危机管理下，业绩继续达到预期的水平，并维持社务的成长和盈利能力。本社持续展开商业贷款项目，包括了为本社带来主要收入之一的中小型企业贷款。本社也通过首要业务之一的教育贷款，继续协助社员学生们完成学业，成就孩子梦想，达致薪火承传，成人成才与造福国家社会的宏大目标。

1. 经济评论

马来西亚 2020 年第四季的经济是负 3.4% (2020 年第三季则是负 2.6%)，这主要是因为我国自十月中便展开了有限行管令或称有条件行动管制令 (CMCO) 所造成的。以 2020 年来说，整体经济是萎缩 5.6%。行动管制，特别是跨县与跨州方面的限制，导致了第四季的经济活动带来影响。虽然如此，外在需求的持续成长支撑了经济增长。

经济成长的下行风险依然存在，复苏的步伐和强度取决于全球和国内应对与克服新冠肺炎的进展情况。

**KOPERASI JAYADIRI MALAYSIA BERHAD
2020 ANNUAL REPORT OF THE BOARD**

On behalf of the Board of Koperasi Jayadiri Malaysia Berhad (“KOJADI”), it is my great pleasure to present to you the Annual Report and Financial Statements for the financial year ended 31 December 2020.

Despite the continued challenging business environment in the financial year ended 31 December 2020 due to the COVID-19 pandemic outbreak, movement control orders imposed by the Government, KOJADI continued to perform moderately within expectations by managing risks, maintaining its business growth and profitability. KOJADI’s business loan portfolio continued to expand cautiously with the continued implementation of the SME Loan Scheme, which is one of the main revenue contributors. KOJADI continued to support the student members to realize their dreams and ambitions via the education loan portfolio, also one of the core activities of KOJADI. As a caring and socially responsible co-operative, we are committed to fulfil educational aspirations of students in financial needs and to help nurture human resources for our beloved nation.

1. ECONOMIC REVIEW

Malaysia’s economy registered a negative growth of 3.4% in the fourth quarter (Q3 2020: -2.6%), largely attributable to the imposition of the Conditional Movement Control Order (“CMCO”) on a number of states since mid-October. For 2020 as a whole, the economy contracted by 5.6%. The restrictions on mobility, especially on inter-district and inter-state travel, weighed on economic activity during the fourth quarter. Nevertheless, the continued improvement in external demand provided support to growth.

Downside risks to growth remain, with the pace and strength of recovery subject to developments surrounding the COVID-19 pandemic globally and domestically.

到了 2021 年，在全球需求回升和国内经济活动正常化的支撑下以及政府的举措，经济增长是有望回弹。从 2021 年开始推出疫苗接种计划后，相信到 2022 年将可以实现大部分国人皆免疫的目标，并可进一步提振国人的情绪，并带来更佳的经济增长。

2. 财务摘要

截至 2020 年 12 月 31 日财务年，本社收入从 2019 年的 RM18,348,438 减至 RM16,436,089。本社收入的主要贡献者是应收贷款利息收入共计 RM9,475,054、于金融机构存款利息收入共计 RM4,060,896、股息收入共计 RM1,945,019，以及租金收入共计 RM807,000。在应收贷款利息收入中，本社以政府提供优厚贷款推行中小型企业贷款计划的利息收入共 RM5,902,253，占应收贷款利息收入总额的 62.3%。

本社 2020 年税后盈利从截至 2019 年 12 月 31 日财务年的 RM6,156,638 增至 RM7,855,786 或增加 27.6%。

截至 2020 年底，本社资产总额达 RM330,018,630，而 2019 年共计 RM325,520,926。在检讨年内，应收总贷款从 2019 年 RM135,616,833 增至 RM138,307,853。社员基金则从 2019 年的 RM134,445,061 增至 2020 年底的 RM137,084,813；社员股本从 2019 年的 RM63,895,051 增至 2020 年的 RM64,391,307；每股净有形资产为 RM2.65，而 2019 年为 RM2.62。

截至 2020 年 12 月 31 日，本社社员共计 58,889 名，而 2019 年为 59,392 名。

3. 股息

董事会欣然建议对截至 2020 年 12 月 31 日财务年派发 4.5% 终期免税股息予合格社员，总计 RM2,832,956。有鉴于马

Going into 2021, growth is expected to rebound, supported by a pick-up in global demand and normalisation in domestic economic activities and Government initiatives. With the vaccine rollout starting from 2021, with herd immunity targeted by 2022, will lift sentiments and growth.

2. FINANCIAL HIGHLIGHTS

For the financial year ended 31 December 2020, KOJADI revenue reduced to RM16,436,089 from RM18,348,438 recorded in 2019. The main contributors to the revenue were interest income totalling RM9,475,054 on loans; interest income totalling RM4,060,896 from deposits with financial institutions; dividend income totalling RM1,945,019, and rental income of RM807,000. The interest income totalling RM5,902,253 from KOJADI's SME Loan Scheme accounted for 62.3% of the total interest income on loans.

KOJADI's profit after tax increased by 27.6% to RM7,855,786 in 2020 from RM6,156,638 previously.

At the end of 2020, KOJADI's total assets amounted to RM330,018,630 as compared to RM325,520,926 in 2019. Total loan receivable amounted to RM138,307,853 at 31 December 2020 as compared to RM135,616,833 in 2019. Total members' funds increased to RM137,084,813 in 2020 from RM134,445,061 in 2019 while members' share capital totalled RM64,391,307 in 2020 as compared to RM63,895,051 at the end of 2019. The net tangible asset ("NTA") per share was RM2.65 in 2020 as compared to RM2.62 in 2019.

KOJADI's membership as at 31 December 2020 totalled 58,889 as compared with 59,392 in 2019.

3. DIVIDEND

The Board is pleased to recommend the payment of a 4.5% final tax exempt dividend totalling approximately RM2,832,956 in respect of the financial year ended 31 December 2020. Due to the

来西亚财政部仅批准本社支付终期股息，董事会随后撤回了支付 3.5% 的特别免税股息的建议，有关股息总计为 RM2,203,410，正如年度报告书第 46 页和 102 页 (注 34) 所注明。终期股息的派发有待本社即将举行的年度代表大会及有关当局批准，如有。

本社已全面落实电子股息支付系统。因此，如社员未向本社提供银行户口号码以便电子股息支付，或已提供银行户口号码但因任何原因而无法进行电子支付股息的社员，上述股息将转为社员缴足股份（不足 RM1 者舍弃）。

4. 投资

4.1 挂牌和无挂牌投资

截至 2020 年底，本社的投资组合包含挂牌和无挂牌股票、以及由外部资产管理公司持有的现金等，总值 RM32,385,630，而 2019 年底的投资总额为 RM62,427,161。本社的投资符合 1993 年合作社法令和 2010 年合作社准则（投资），并且获得马来西亚合作社委员会批准。本社部分的投资组合由本社自行管理，其余的投资基金则由外部资产管理公司按照各别投资管理合约条款管理。本社为合理化投资策略，目前本社仅保留一个外部基金经理。

在检讨中的财务年内，由于证券市场行情持续低迷，本社为所投资的上市股票提供 RM315,090 的减值亏损拨备。

approval from the Malaysia Ministry of Finance was only granted to the payment of final dividend, the Board has subsequently withdrawn its recommendation on the payment of the special tax exempt dividend of 3.5% totalling RM2,203,410 as set out on page 46 and 102 (note 34) of the Annual Report. The payment of the final dividend is subject to the approval by delegates at KOJADI's forthcoming Annual General Meeting and the relevant authorities if any.

KOJADI has fully implemented the e-dividend payment system in line with the directive of Bank Negara Malaysia. Hence, the above dividends will be converted and capitalized into fully paid-up shares (fraction of the ringgit to be rounded down) to the share accounts of members who have not furnished their bank account details to KOJADI for e-dividend, or members who have provided their bank account to KOJADI but the dividend cannot be effected electronically due to whatsoever reasons.

4. INVESTMENTS

4.1 Quoted and Unquoted Investment

The Group's investment portfolio comprising quoted and unquoted shares and cash held by external asset management companies was valued at RM32,385,630 at the end of 2020 as compared to RM62,427,161 at the end of 2019. These investments are in compliance with the Co-operative Societies Act, 1993 and the Co-operative Societies (Investment) Regulations 2010 and approved by the Commission of Co-operative Societies of Malaysia. KOJADI internally manages a portion of its investment portfolio. The remaining portion of KOJADI's investment funds continues to be managed by an external asset management company. To rationalise KOJADI's investment strategy, KOJADI has only remained one external fund manager.

During the financial year under review, KOJADI provided an impairment loss of RM315,090 on investment in quoted shares due to continued depressed market conditions.

4.2 投资物业

2020年本社继续从本社于吉打州居林购置的产业获取共计 RM807,000 的租金。本社共投资 RM15,000,000 购置此项产业（包含永久拥有权的土地和建筑物）。

根据本社与卖方于 2013 年 9 月 5 日签署的买卖期权合约，本社提供卖方期权和卖方则提供买方期权，允许卖方/本社以 RM15,000,000 的价格另加 6% 的资本增值，把该物业买回/卖回给对方。上述买方/卖方期权可在买卖期权合约日期算起 3 年后的第一天行使有关期权，惟期权行使期不得超过七十二 (72) 个月。

卖方要求延长期权，因此在符合卖方与本社于 2013 年所签订买卖期权合约下有关物业投资买卖期权的行使，并在获得了马来西亚合作社委员会批准下，本社与卖方签订协议契约兼买卖期权合约；在该合约下的期权行使期是由 2019 年 10 月 4 日算起。

根据该协议契约兼买卖期权合约，卖方或本社可在上述生效日期后随时以期权价格 RM15,900,000 行使买卖期权，以将该投资物业卖回给对方或向对方买回该投资物业，惟期权行使期是不得超过七十二 (72) 个月。

4.3 累计可赎回优先股的投资

本社认购了砂拉越州物业发展公司—联达发展私人有限公司共 15,000,000 单位累计可赎回优先股（每股面值 RM1.00）。此投资提供每年 8% 保证股息回酬，并以公司及个人担保及以有关公司发展的商业单位作为抵押。

在本财务年，联达发展私人有限公司已全部赎回有关的累计可赎回优先

4.2 Investment Property

KOJADI continues to receive rental of RM807,000 in 2020 from a logistics company which has rented the Society's industrial property located in Kulim, Kedah. KOJADI had invested RM15,000,000 in the said property which comprises freehold land and buildings.

A put option was given to KOJADI and a call option was given to the Vendor pursuant to a Call and Put Options Agreement dated 5 September 2013 between KOJADI and the Vendor. The put and call option allows both parties to sell/buy back the said property to/from the Vendor/KOJADI for a consideration of RM15,000,000 plus a 6% capital appreciation. The put and call option may be exercised from the first day after the end of three years from the date of the Call and Put Options Agreement but not later than seventy two (72) months.

Upon request by the Vendor for the extension of time to comply with the exercise of the call and put option on the Investment Property under the Call and Put Options Agreement entered into between the Vendor and KOJADI in year 2013, and with the approval of the Malaysia Co-operative Societies Commission, KOJADI and the Vendor entered into a Deed of Settlement Cum Call and Put Options Agreement with an option period commencing on 4 October 2019.

The Deed of Settlement Cum Call and Put Options Agreement provides that either the Vendor or KOJADI may exercise the call or put options to buy back or sell back the said Investment Property at an option price of RM15,900,000 at any time after the aforesaid commencement date but not later than seventy two (72) months.

4.3 Cumulative Redeemable Preference Shares ("CRPS")

KOJADI has subscribed to a total of 15,000,000 units of CRPS of RM1.00 each with guaranteed dividend of 8% per annum in Lien Dak Development Sdn. Bhd. ("LDD"), a Sarawak-based property developer. The investment is secured by a corporate and personal guarantee and the assignment of commercial units developed by LDD.

During the financial year, the CRPS has been fully redeemed by LDD. KOJADI has received a total of

股。自 2015 年起投资至今，本社总共获得了 RM5,580,000 的保证股息。

此外，本社也认购了砂拉越另一家物业发展公司-Temasek Regal Capital Sdn. Bhd.共 25,000,000 单位累计可赎回优先股（每股面值 RM1.00）。此投资提供每年 8%保证股息回酬，并以个人担保及出让该公司发展的住宅单位作为抵押。

在本财务年，本社重组了有关公司的 11,000,000 单位累计可赎回优先股为债务，并以公司担保、两名主要董事的个人担保及以额外的商业和住宅物业作为抵押。通过上述重组，本社的利益更进一步获得了加强和保障。

截至 2020 年 12 月 31 日，自 2017 年起投资至今，本社总共获得了 RM4,300,000 的担保股息。

5. 社务发展

5.1 贷学金

在检讨中财务年内，本社发放的贷学金数额减少 22.5%，从 2019 年的 RM7,882,800 减至 RM6,110,900。自本社 1981 年创立以来，截至 2020 年 12 月底，贷学金额共计约 RM280,553,193，惠及社员-学生共约 12,331 人。截至 2020 年 12 月 31 日，尚未偿还贷款增加 4.1%，从上个财务年的 RM35,945,703 增至 RM37,409,214。

根据马来西亚合作社委员会的准则，本社贷学金的不良贷款率仅 0.08%。

5.2 自立合作社微型贷款计划

自立合作社微型贷款计划的主要目的是为自创的企业和需要小额贷款应急的社员提供财务援助，进而扩大本社

RM5,580,000 guaranteed dividend since the investment in 2015.

KOJADI has also subscribed to a total of 25,000,000 units of CRPS of RM1.00 each with guaranteed dividend of 8% per annum in Temasek Regal Capital Sdn. Bhd. (“TRC”), a Sarawak-based property developer. The investment is secured by personal guarantee and the assignment of residential units developed by TRC.

During the financial year, KOJADI has restructured 11,000,000 units of the CRPS in TRC into indebtedness with corporate guarantees, personal guarantees of two main directors and additional assignment of commercial and residential properties. With the above restructuring, KOJADI’s interest is further strengthened and protected.

As at 31 December 2020, KOJADI has received guaranteed dividend amounting to RM4,300,000 since the investment in 2017.

5. KOJADI’S DEVELOPMENTS

5.1 Education Loans

During the year under review, total education loans disbursed by KOJADI during the year amounted to RM6,110,900, a decrease of 22.5% from RM7,882,800 in 2019. The aggregate education loans provided by KOJADI since its inception in year 1981 until the end of December 2020 amounted to about RM280,553,193 benefiting a total of some 12,331 member-students. Outstanding education loans, increased by 4.1% to RM37,409,214 in 2020 from RM35,945,703 recorded in 2019 .

KOJADI’s Education Loan portfolio recorded a commendable low Non-Performing Loan ratio of 0.08% as per the guidelines of the Malaysia Co-operative Societies Commission.

5.2 KOJADI Micro Credit Loan Scheme

The main objective of the KOJADI Micro Credit Loan Scheme is to expand KOJADI’s loan coverage by assisting needy members to tide over short term

的贷款覆盖范围。在此计划下，获批准的申请者可获得 RM5,000 至 RM50,000 的贷款扩展业务；贷款年利为 4%，最高摊还期为 5 年。在检讨中财务年内，尚未摊还的贷款共计 RM4,457,331，而 2019 年则共计 RM5,149,586。

5.3 杂货店转型(“TUKAR”)/修车厂现代化(“ATOM”)计划

本社是全国获得政府委托和指定推行 TUKAR 和 ATOM 计划的首家华裔合作社，以提供贷款给合格的参与者。TUKAR 的宗旨是将传统零售商和杂货店现代化，以提高他们的竞争力，应付超市和霸市对传统零售业带来的日益重大的威胁。修车厂现代化计划 (ATOM) 的宗旨也是要将国内目前缺少组织的传统修车厂行业现代化。

在检讨中财务年底，在杂货店转型和修车厂现代化计划下尚未偿还的贷款共计 RM3,995,575，而 2019 年则共达 RM4,581,882。

5.4 自立合作社中小型企业贷款计划

本社自 2015 年以来，共获得马来西亚财政部提供累计贷款 RM150,000,000，以推行《自立合作社华裔中小型企业贷款计划》。此贷款的目的是扶持华裔中小型企业创造商机，进而提升国家的国内生产总值，协助国家迈向经济转型计划下的高收入经济体的愿景。在本社的华裔中小型企业贷款计划下，合格申请者可获得 RM50,000 至 RM500,000 的贷款，年利为 4% 平率。

此项贷款计划自 2015 年 6 月推行后，获得社员踊跃响应。截至 2020 年底，本社共批准申请者 1,020 位，批准贷款

financial burden by providing financial assistance for self-sustaining business ventures and members who need a small loan during critical times. Under the scheme, successful applicants may receive loan ranging from RM5,000 to RM50,000 for business expansion at an average interest rate of 4% per annum with the maximum repayment period of five years. During the year under review, the loan receivable under the scheme amounted to RM4,457,331 as compared to RM5,149,586 previously.

5.3 Small Retailer Transformation (“TUKAR”) / Automotive Workshop Modernisation (“ATOM”) Programme

KOJADI is the first Chinese-based cooperative society in the nation to be entrusted and designated to provide loans to eligible participants of TUKAR and ATOM from the Chinese community. TUKAR is aimed at transforming traditional retailers and grocery shops to enhance their competitiveness in the face of the increasing threat brought by supermarkets and hypermarkets. The objective of the ATOM is to transform the automotive service and repair sector that is currently less organized.

For the year under review, loan receivable under the TUKAR and ATOM programme at the end of the 2020 financial year totalled RM3,995,575 compared to RM4,581,882 previously.

5.4 KOJADI Small and Medium Enterprises Loan Scheme (“SME Loan Scheme”)

Since 2015, KOJADI has received aggregate soft loans totalling RM150.0 million from the Malaysia Ministry of Finance to implement the SME Loan Scheme for the Chinese community. The facility is aimed at assisting Chinese SME operators to create opportunities enhance the nation’s Gross Domestic Product and to move the nation towards the vision as a high income economy in line with the goals of the Economic Transformation Programme. Eligible applicants under the scheme may obtain financing from RM50,000 to a maximum margin of RM500,000 at a flat interest rate of 4% per annum.

The scheme has been well-received by KOJADI’s members since its launch in June 2015. As at end of December 2020, a total of 1,020 applications were approved with an aggregate loan amount of

总计 RM177,430,000。获批准的申请者来自全国各地制造业及服务业的中小型企业者。

根据马来西亚合作社委员会的准则，本社中小型企业贷款计划的不良贷款率仅 0.92%。

6. 股份偿还基金

在检讨中的财务年内，本社共批准 813 份股份偿还申请，批准款额共计 RM1,723,054。本社设立此基金的宗旨是让年老及有迫切经济需要的社员赎回在本社的股金。

董事会建议为截至 2020 年 12 月 31 日财务年从净盈利中拨出 RM2,000,000 供社员退股用途。

7. 社员抚恤金计划

在检讨中的财务年内，本社批准共计 RM14,600 的抚恤金。此计划是在自立合作社的福利基金下创立，目的是为合格的已故社员家属提供一次性的抚恤金。

本社社员抚恤金计划在 2010 年成立以来，截至 2020 年底共批准 852 项申请，发放 RM274,402 给合格已故社员的受益人。在此项计划下，合格已故社员的家属/受益人将获得 RM200 的抚恤金。

8. 参与各项活动简报

8.1 表扬

本社优良的业绩，继续得到表扬，获马来西亚合作社委员会列入 2020 年全国 100 家最佳合作社名榜第 9 位。（2019 年名列第 19 位）。

RM177,430,000. Applicants approved comprised SME in both manufacturing and service sectors and from every parts of the country.

The SME Loan scheme recorded a commendable low Non-Performing Loan ratio of 0.92% as per the guidelines of the Malaysia Co-operative Societies Commission.

6. SHARE REDEMPTION FUND (“SRF”)

During the year under review, KOJADI approved a total of 813 applications for the Share Redemption Fund involving an approved redemption amount of RM1,723,054. The purpose of the SRF is to enable members to redeem their shares on grounds of old age and urgent financial needs.

For the financial year ended 31 December 2020, the Directors have proposed to allocate a sum of RM2,000,000 from the current year’s net profit for share redemption purposes.

7. MEMBERS’ BENEVOLENCE SCHEME (“KMBS”)

During the current financial year, the Society had approved the benevolence benefit amounting to RM14,600 under the KOJADI Members’ Benevolence Scheme. Formed under the KOJADI Welfare Fund, the Scheme aims to provide “one-time” benevolence to the beneficiaries of an eligible deceased member.

Since the implementation of KOJADI Members’ Benevolence Scheme in 2010, KOJADI had approved 852 applications totalling RM274,402 to the beneficiaries of eligible deceased member as at end of 2020. Under the Scheme, a sum of RM200 will be paid to the next-of-kin/ beneficiary of a qualified deceased member.

8. REPORT ON ACTIVITIES

8.1 Recognitions

KOJADI’s consistent and sound performance continued to be recognized as it was ranked 9th among the Top 100 Best Co-operative Societies in Malaysia in 2020 by Malaysia Co-operative Societies Commission. (Year 2019: ranked 19).

8.2 培训及发展

在检讨中的财务年内，本社董事与内部稽查委员会委员及职员参与了由马来西亚全国合作社总会（“ANGKASA”），马来西亚合作社学院（“IKM”）及马来西亚合作社委员会（“SKM”）等机构及本社所举办及安排的一系列会议、课程、研讨会和活动如下：

- (a) 自立合作社主席 YB 拿督威拉古乃光上议员与董事拿督林时清于 2020 年 7 月 26 日出席在雪兰莪万宜 TENERA 酒店举行的 2020 年全国合作社日。该活动是由马来西亚合作社委员会以及企业发展及合作社部主办，主题为：“合作社关怀互助，达至共存共荣”。

有关推介仪式的目的是要认可我国政府所大力推动的合作社运动在社会经济发展上所做出的重大贡献。

- (b) 自立合作社董事拿督黄素珠于 2020 年 8 月 5 日出席在马来西亚合作社委员会大厦首要礼堂举行的“设计你的现金管理系列二”研讨会。有关研讨会是由马来西亚合作社委员会及 Principal 资产管理公司联合主办。

马来西亚合作社委员会主办有关研讨会的目的是要让合作社成员们能够更有效地管理现金和投资方案。来自第一合作社银行（旧称 Persatuan 合作社银行）的一位主讲人受邀分享投资方面的看法，让出席的合作社成员获益良多。

8.2 Training and Development

During the year under review, members of the Board and Internal Audit Committee and employee participated in the following self-organised events and activities organized and arranged by Angkatan Koperasi Kebangsaan Malaysia Berhad (“ANGKASA”), Institut Koperasi Malaysia (“IKM”) and Suruhanjaya Koperasi Malaysia (“SKM”), the Society and other related organisations:

- (a) KOJADI Chairman YB Senator Datuk Wira Koh Nai Kwong and director, Datuk Lim Si Cheng attended the launching of National Cooperative Day 2020 on 26 July 2020 organised by Suruhanjaya Koperasi Malaysia and Ministry of Entrepreneur Development and Cooperatives (MEDAC) at Hotel Tenera, Bangi, Selangor with the theme of “Koperasi Prihatin Kemakmuran Bersama”.

The purpose of the launching ceremony was to recognize the contribution from co-operatives that have contributed to the socio-economic development of the country in the co-operative movement in Malaysia promoted by the government.

- (b) KOJADI Director, Datuk Ooi Saw Choo participated in the Bespoke seminar namely “Design Your Cash Management Series 2” organised by Suruhanjaya Koperasi Malaysia, in collaboration with Principal Asset Management Berhad at Dewan Perdana, Menara Suruhanjaya Koperasi Malaysia on 05 August 2020.

This Seminar is one of the SKM’s initiatives to provide co-operative members investment exposure on the benefits of effective cash management and investment solution. A speaker from Coopbank Pertama (formerly known as CoopBank Persatuan) was invited to share his related investment views to benefit the cooperative members.

- (c) 自立合作社财政拿督吴复兴于2020年2月28日出席在吉隆坡英雄大厦柏卡沙礼堂举行的2020年联邦直辖区马来西亚全国合作社总会(“ANGKASA”)年度晚宴。该晚宴是由马来西亚全国合作社总会联邦直辖区分会主办。

有关年度晚宴的目的是要加强联邦直辖区合作社之间的联系和交换意见，同时也是作为一个颁发奖项的平台，以表扬那些于2019年对合作社运动作出积极贡献与优越服务的合作社的杰出人物。

- (d) 自立合作社董事拿督黄素珠与拿督吴亚嶺于2020年3月1日出席在吉隆坡The Regency Scholar’s酒店举行的2020年马来西亚全国合作社总会吉隆坡联邦直辖区州际会议。
- (e) 自立合作社董事们出席由马来西亚合作社学院所主办的多项课程，以充实多方面的知识及获取最新的讯息。

9. 展望

展望未来，本社将继续重新调整业务方向与策略，确保本社的可持续性和盈利能力。本社将继续把发展与成长的焦点放在作为新核心业务的商业贷款，尤其是本社的中小型企业贷款上，同时致力于进一步扩大在教育贷款方面的利基市场，迎合学生对国内外优质高等教育的需求。

基于本社的中小型企业贷款计划已全面落实和其他贷款业务的持续增长，本社董事会谨慎的对本社未来将保持可观业绩，抱以乐观态度。

- (c) KOJADI Treasurer, Dato’ Ng Fook Heng participated in the 2020 ANGKASA Federal Territory Annual Dinner, organised by ANGKASA Wilayah Persekutuan on 28 February 2020 at Dewan Perkasa, Wisma Perwira, Angkatan Tentera Malaysia, Kuala Lumpur.

The main purpose of the annual dinner was to establish rapport and exchange views among the co-operatives in the Federal Territory and served as a platform to award the co-operators in Federal Territory for their excellent services and contribution made to the co-operative movement in the year 2019.

- (d) KOJADI directors, Datuk Ooi Saw Choo and Datuk Goh Ah Ling participated in the ANGKASA Kuala Lumpur Federal Territory State Conference 2020 on 01 March 2020 at The Regency Scholar’s Hotel, Kuala Lumpur.
- (e) KOJADI directors had participated in various required courses organised by Malaysia Institute of Co-operatives to continuously equip themselves with up-to-date information.

9. PROSPECTS

Looking forward, KOJADI will continue to realign its business direction and strategy to ensure sustainability and profitability in the challenging business environment by continuously focusing and building on its new core business in business-related loan products, in particular the KOJADI SME Loan Scheme. Efforts will also be taken to further develop its niche market in the education loan portfolio in view of the increasing demand for quality higher education in local and overseas institutions.

With the full implementation of the KOJADI SME Loan scheme and growth in other loan products, the Board is cautiously optimistic that KOJADI will maintain its performance in the years to come.

10. 致谢

我谨代表董事会感谢全体社员、大会代表、各区联委会成员向来对董事会的坚定信任和鼎力支持。本社也衷心感谢珍贵的企业伙伴、银行界、融资机构、及全体与本社有关的利益相关者。同时本社也由衷感激有关当局，特别是马来西亚合作社委员会、企业发展及合作社部、财政部和其他相关政府部门给予本社宝贵的指教与合作。董事会也万分感谢本社管理层及全体职员对本社忠于职守的奉献精神及对本社成长所作的贡献。

最后，我感谢董事会同仁及马华公会过去一年来对我们的宝贵支持、贡献，协助我们得以履行我们的承诺。

奉董事会之命



拿督威拉古乃光上议员
主席

日期：2021年7月19日
吉隆坡

10. APPRECIATION

On behalf of the Board, I sincerely thank our valued members, delegates, and members of the Liaison Committees for their unyielding confidence and support towards KOJADI. Our sincere appreciation also goes to all our valued business partners and associates, bankers, financiers, and all stakeholders who are in one way or another connected to KOJADI. To all relevant authorities in particular, the Malaysia Co-operatives Societies Commission, Ministry of Entrepreneur Development and Cooperatives, the Ministry of Finance, and other relevant ministries, we thank them for their assistance, guidance and co-operation. We also wish to thank the Management and employees for their commitment and dedication that have contributed to KOJADI's sustained growth and performance.

Last but not least, thanks to my fellow members of the Board and the MCA for their invaluable support and teamwork throughout the year to ensure that we deliver our promises.

By Order of the Board



(SENATOR DATUK WIRA KOH NAI KWONG)
Chairman

Dated: 19 July 2021
Kuala Lumpur

全面收益表
截至2020年12月31日财务年

STATEMENT OF COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

		2020	2019
		RM	RM
收入	Revenue	16,436,089	18,348,438
其他营业收入	Other operating income	1,105,694	774,187
		<hr/>	<hr/>
		17,541,783	19,122,625
行政开销	Administrative expenses	(7,231,643)	(7,940,909)
其他营业开销	Other operating expenses	(4,660,552)	(5,322,983)
		<hr/>	<hr/>
营业盈利	Operating profit	5,649,588	5,858,733
出售投资盈利	Gain on disposal of investments	2,206,198	297,905
		<hr/>	<hr/>
税前盈利	Profit before tax	7,855,786	6,156,638
所得税开销	Income tax expense	-	-
		<hr/>	<hr/>
税后盈利	Profit after tax	7,855,786	6,156,638
法定分配: 8% (2019: 15%)	Statutory appropriations: 8% (2019: 15%)		
- 法定储备基金: 5% (2019: 12%)	- Statutory reserve fund: 5% (2019: 12%)	(392,789)	(738,797)
- 合作社教育信托基金: 2% (2019: 2%)	- Co-operative Education Trust Fund: 2% (2019: 2%)	(157,116)	(123,133)
- 合作社发展信托基金: 1% (2019: 1%)	- Co-operative Development Trust Fund: 1% (2019: 1%)	(78,558)	(61,566)
		<hr/>	<hr/>
法定分配后盈利	Profit after statutory appropriations	7,227,323	5,233,142

全面收益表
截至2020年12月31日财务年
(续)

STATEMENT OF COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020
(CONT'D)

		2020 RM	2019 RM
法定分配后盈利 (续)	Profit after statutory appropriations (cont'd)	7,227,323	5,233,142
股息建议	Proposed dividend	(5,036,366)	(2,823,430)
董事酬金建议	Proposed honorarium	-	(100,000)
转拨至股份偿还基金	Transfer to share redemption fund	(2,000,000)	(1,500,000)
分配后盈利	Profit after appropriations	190,957	809,712
非营业调整	Non operating adjustment		
- 往年股息过度拨备	- over provision of dividend in prior year	139,186	104,387
- 往年董事酬金过度拨备	- over provision of honorarium in prior year	100,000	-
非营业调整后盈利	Profit after non operating adjustment	430,143	914,099
其他全面(开销)/收入	Other comprehensive (expense)/ income	(315,278)	2,317,225
全面收入总额	Total comprehensive income	114,865	3,231,324

此报表不符合马来西亚私营实体报告准则，但符合马来西亚合作社委员会根据1993年合作社法令所发出的准则及指示。

This statement is not in compliance with the Malaysian Private Entities Reporting Standards (MPERS). However, it complies with SKM's Guidelines and directives issued by the Malaysia Co-operative Societies Commission pursuant to the Co-operative Societies Act, 1993.

财务状况表
于2020年12月31日

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2020

		2020	2019
		RM	RM
资产	Assets		
非流动资产	Non-current assets		
投资子公司	Investments in subsidiaries	-	300,000
厂房及设备	Plant and equipment	881,723	993,790
投资物业	Investment property	13,622,871	13,822,234
投资	Investments	32,385,630	62,427,161
应收贷款	Loan receivables	98,413,912	94,077,741
其他应收账款	Other receivables	8,178,017	-
中央流动性基金纳款	Contribution to Central Liquidity Fund	554,942	547,106
		<hr/>	<hr/>
		154,037,095	172,168,032
		<hr/>	<hr/>
法定储备基金	Statutory reserve fund		
存款于金融机构	Deposits with financial institutions	12,944,883	12,600,625
		<hr/>	<hr/>
流动资产	Current assets		
应收贷款	Loan receivables	31,349,792	35,682,985
其他应收账款	Other receivables	5,473,097	1,713,531
存款于金融机构	Deposits with financial institutions	123,100,275	92,085,533
现金及银行结余	Cash and bank balances	3,113,488	11,270,220
		<hr/>	<hr/>
		163,036,652	140,752,269
		<hr/>	<hr/>
资产总额	Total assets	<hr/>	<hr/>
		330,018,630	325,520,926
		<hr/>	<hr/>

财务状况表
于2020年12月31日(续)

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2020 (CONT'D)

		2020	2019
		RM	RM
权益及负债	Equity and Liabilities		
本社社员应估权益	Equity attributable to Members of the Koperasi		
股本	Share capital	64,391,307	63,895,051
资本储备	Capital reserve	5,785,987	5,785,987
偿还股本	Share capital redeemed	45,869,954	44,146,900
未分配盈利	Unappropriated profit	5,748,117	5,317,974
股份偿还基金	Share redemption fund	3,239,256	2,654,612
红股偿还基金	Bonus share redemption fund	2,679,584	2,938,751
股息均等基金	Dividend equalisation fund	3,221,831	3,221,831
社员教育基金	Members' education fund	3,905,407	3,905,407
社员福利基金	Members' welfare fund	377,917	397,817
公允价值储备	Fair value reserve	1,865,453	2,180,731
社员基金总额	Total members' funds	137,084,813	134,445,061
法定储备基金	Statutory reserve fund	12,944,883	12,600,625
发展补助	Development grants	20,388,094	20,404,818
非流动负债	Non-current liability		
政府机构贷款	Loan from government agency	150,000,000	150,000,000
流动负债	Current liability		
其他应付账款及应计费用	Other payables and accruals	9,600,840	8,070,422
权益及负债总额	Total equity and liability	330,018,630	325,520,926

KOJADI - Activities

自立合作社活动

KOJADI Chairman YB Senator Datuk Wira Koh Nai Kwong (4th from right) attending the launching ceremony of The Malaysian Cooperative Transformation Plan 2021 - 2025 or TransKoM at Mandarin Oriental Hotel, Kuala Lumpur on 30 March 2021 graced by the Prime Minister of Malaysia, YAB Tan Sri Muhyiddin Yassin. The Plan, developed by the Ministry of Entrepreneur and Cooperative Development, serves as an axis of transformation to the Cooperative Movement in Malaysia. The Plan is aimed to drive the development of more progressive and competitive cooperatives and to ensure the survival of the country's cooperative sector as the largest contributor to the socio-economic improvement and well-being of society in the country.



自立合作社主席YB拿督威拉古乃光上议员（右四）于2021年3月30日在吉隆坡文华东方酒店出席《马来西亚2021至2025年合作社转型计划》的启动仪式，并由我国首相丹斯里慕尤丁主持开幕。该计划是由企业发展与合作社部门制定，作为马来西亚合作社运动转型的主轴。有关计划的目的是要推动合作社迈向更先进和更具竞争力的发展，并确保了我国的合作社领域可作为改善我国社会经济和社会福祉的最大贡献者。

Meeting between KOJADI Chairman, YB Senator Datuk Wira Koh Nai Kwong and the President of Federation of Sundry Goods Merchants Association of Malaysia (FSGMAM), Mr. Hong Chee Meng on 19 April 2021 to promote Small Retailer Transformation (TUKAR) Programme to its members. FSGMAM represents over 4,000 sundry shop owners in Malaysia. TUKAR aims to modernize traditional retail stores in Malaysia to increase the level of competitiveness in a keen business environment.

Sundry shop owners nationwide are seeing brisk business during the pandemic Covid-19 outbreak and these smaller businesses can take opportunity to modernize businesses to cope with the increase in customers.

自立合作社主席YB拿督威拉古乃光上议员于2021年4月19日与马来西亚杂货商公会联合会总会长方志民先生会面，以向其会员推广杂货店转型计划。该联合会目前是代表着马来西亚4,000多名杂货店业者。有关转型计划旨在将马来西亚的传统零售商店现代化，以在竞争激烈的商业环境中提高竞争力。全国各地的杂货店业者在新冠疫情中寻找商机，加强营运方面的竞争力以应对客户的需求。



Session organised by Institut Koperasi Malaysia (IKM) on 06 April 2021 to engage and brainstorm on the IKM program with large cluster cooperatives officiated by the Minister of Entrepreneur Development and Cooperatives, Yang Berhormat Dato Sri Dr. Haji Wan Junaidi bin Tuanku Jaafar. KOJADI Board member, Datuk Ooi Saw Choo (1st from right) participated in the session.

The session is in response to the government's call for the cooperative sector to move towards digitalization to strengthen the administrative affairs and economic activities carried out by cooperatives. The purpose of the session is also aimed to helping cooperatives explore wider opportunities and markets with other industry traders.

马来西亚合作社学院于2021年4月6日举办了一项研讨会，并由企业发展及合作社部部长拿督斯里哈芝旺朱乃迪博士主持“马来西亚合作社学院大型合作社进行互动和集思广益”开幕礼。本社董事拿督黄素珠（右一）参加了该研讨会。

该研讨会目的是配合政府，呼吁合作社部门朝向数字化发展，以进一步加强合作社展开行政事务和经济方面的活动。有关研讨会的目的亦帮助合作社与其他工商业者携手合作探索更广阔的商机和市场。



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Business Hours:

Monday - Friday : 8:30am - 5:30pm

Saturday - Sunday & Public Holidays : Closed